

Mission, Business Model & Operational Design Report

A Flagship Boutique Hospitality Concept for the Rosarito Region

A purpose-built, multi-revenue hospitality operating system in which architecture, workflows, guest experience, resilience, security, and long-term asset performance were designed to function together.

Prepared for Portia

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Executive Summary

Hacienda Cantamar was conceived as far more than a conventional boutique hotel. It was designed as a vertically integrated hospitality enterprise capable of supporting several complementary business models from a single physical asset.

The project combines boutique lodging, food and beverage, private events, destination weddings, wellness services, entertainment, craft brewing, concierge experiences, rooftop hospitality, and full-property buyouts. These activities were not added independently after the architectural design was completed. They were considered together and incorporated into the building's circulation, storage, utilities, acoustics, employee areas, security systems, maintenance access, and back-of-house workflows.

REAL ESTATE ASSET	DIVERSIFIED BUSINESS	OPERATIONAL INTELLIGENCE
Land, location, approved concept, improvements, and infrastructure.	Multiple complementary revenue centers operating from one property.	Embedded workflow, resilience, accessibility, security, and maintenance planning.

The development plans and engineering materials document a guesthouse and restaurant-bar operation with guestrooms, cabañas, restaurant and event areas, a spa, rooftop dining, a brewery, commercial service areas, storage, employee facilities, and supporting hydraulic and wastewater infrastructure.

The project's mission was to establish a new regional standard for boutique hospitality development in Baja California.

1. Project Mission

The mission of Hacienda Cantamar was to create a destination where lodging, dining, events, wellness, entertainment, and regional tourism could operate together as one coordinated hospitality experience.

- introduce a sophisticated boutique hospitality concept to the Rosarito region;
- offer privacy and personalization unavailable at large resort properties;
- create several revenue-producing businesses within one development;
- incorporate international hospitality expectations into a regional project;
- elevate accessibility, sustainability, workflow design, security, and infrastructure resilience;
- support destination weddings, culinary programming, private celebrations, retreats, and entertainment;
- create an architectural property worthy of documentation and professional recognition;
- demonstrate that a smaller hospitality property can provide an experience equal to or more distinctive than a much larger resort.

Hacienda Cantamar was therefore not designed merely to accommodate guests. It was designed to function as a complete hospitality ecosystem.

2. A Multi-Revenue Hospitality Platform

A conventional hotel depends primarily on room revenue. Hacienda Cantamar was designed to produce income through multiple departments and experiences. These business models can operate independently, but their greater value lies in how they support and cross-sell one another.

2.1 Boutique Lodging

Premium accommodations in an intimate setting, supported by personalized service, concierge coordination, privacy, curated itineraries, exclusive group accommodations, and full-property buyouts.

2.2 Destination Weddings

A purpose-built wedding platform capable of generating venue, lodging, food and beverage, rehearsal dinner, farewell brunch, rooftop, floral, spa, entertainment, concierge, transportation, and buyout revenue.

2.3 Restaurant and Culinary Operations

A principal restaurant serving hotel guests, local customers, event attendees, and destination diners, supported by commercial kitchen functions, cold and dry storage, refrigeration, service circulation, rooftop delivery, private dining, and catering.

2.4 Rooftop Restaurant and Entertainment

A separate experiential revenue center for sunset dining, receptions, live music, seasonal programming, wedding functions, and panoramic guest experiences.

2.5 Craft Brewery and Speakeasy

An integrated beverage concept supporting onsite beer production, tastings, tours, merchandise, beer dinners, event beverage service, branded products, and regional tourism programming.

2.6 Spa and Wellness Services

A guest and day-use wellness business supporting massage, steam experiences, meditation, yoga, retreats, bridal packages, memberships, and private wellness events.

2.7 Corporate and Wellness Retreats

Weekday demand from executive retreats, leadership workshops, strategic planning, team building, culinary retreats, and creative residencies.

2.8 Private Events and Seasonal Programming

Anniversaries, birthdays, reunions, charity events, holiday parties, business dinners, concerts, culinary festivals, and seasonal celebrations.

2.9 Full-Property Buyouts

A premium offering for weddings, family gatherings, executive retreats, high-profile guests, media events, brand activations, and luxury celebrations.

3. Hospitality Engineered from the Inside Out

One of the project's most important differentiators is that its operational systems were considered during the design process. Many hospitality properties are designed architecturally first and operationally second. Hacienda Cantamar was approached differently. The intended workflows of employees, supplies, food, linens, cash, security, maintenance, and guests were considered as part of the building itself.

This represents a form of embedded operational intelligence.

4. Disney-Inspired Back-of-House Philosophy

A core design principle was that guests should experience polished, effortless hospitality while the operational work required to produce that experience remains largely out of view. This philosophy resembles the back-of-house separation used by major destination hospitality and entertainment properties.

- service circulation
- receiving
- basement storage
- employee areas
- food movement
- linen movement
- cash handling
- security
- maintenance access
- communications
- refrigeration
- delivery staging

Guests may not consciously observe the service systems, but they experience the result: fewer interruptions, faster service, greater privacy, and a more refined environment.

5. Embedded Workflow Design

5.1 Dedicated Receiving

A designated receiving function allows food, beverages, linen supplies, event materials, and operating inventory to be received, recorded, inspected, and transferred into basement storage and refrigeration without crossing guest entrances.

5.2 Basement Storage and Refrigeration

The basement functions as the operational core, supporting dry and cold storage, restaurant refrigeration, brewery support, floral refrigeration, linen operations, employee facilities, mechanical systems, security, IT, and operational control.

5.3 Dumbwaiters and Vertical Supply Movement

Dumbwaiters were planned to move supplies and prepared products vertically, including movement between the principal kitchen and rooftop restaurant, reducing labor, congestion, and dependence on guest elevators.

5.4 Laundry Chutes

Laundry chutes on guest floors were intended to direct used linens into the laundry area, reducing housekeeping travel, cart movement, elevator use, handling time, and guest disruption.

5.5 Florist Assembly and Cold Storage

A dedicated florist area supports large weddings by allowing flowers to be received, refrigerated, assembled, staged, and installed onsite without occupying dining or guest areas.

5.6 Employee Facilities

Showers, lockers, changing areas, break or dining space, personal-item storage, and employee circulation support professionalism, discipline, cleanliness, and separation from guest areas.

6. Maximum Utilization of the Property

Hacienda Cantamar was designed vertically to maximize the productive use of a constrained site. Lodging, dining, events, wellness, entertainment, storage, production, parking, employee support, and mechanical systems are distributed across several levels.

- increase usable square footage
- separate public and private functions
- create distinctive guest experiences by floor
- preserve outdoor and event areas
- support rooftop revenue
- centralize back-of-house operations
- reduce underutilized space
- accommodate several business models within one development

7. Acoustical and Noise-Mitigation Design

Noise control was treated as a material design concern because the property was intended to support concerts, rooftop dining, live entertainment, wedding receptions, restaurant conversation, kitchen operations, brewery activity, service circulation, and guestroom occupancy at the same time.

Specialized wall systems and noise-reduction materials were considered to reduce sound transmission between guestrooms, event areas, restaurants, rooftop spaces, service zones, and adjacent rooms.

- improved sleep quality
- greater privacy
- higher guest satisfaction
- stronger reviews
- more event-scheduling flexibility

- simultaneous use of revenue centers
- reduced conflict between entertainment and lodging

8. Accessibility and Inclusive Design

Accessibility considerations were embedded into the project even though the U.S. Americans with Disabilities Act does not govern construction in Mexico. The design intent was to incorporate accessibility-informed and universal-design principles for guests with mobility limitations, older travelers, international visitors, wedding guests of varying ages and abilities, employees, and emergency-response personnel.

These elements should be described as ADA-informed design unless formal compliance with a specific standard is confirmed by a qualified professional.

9. Sustainability and LEED-Informed Planning

The project incorporated concepts commonly associated with sustainable and LEED-oriented development, including efficient land use, vertical construction, solar-energy evaluation, electric-vehicle planning, water storage, wastewater treatment, potential water reuse, efficient service movement, long-term maintenance planning, and infrastructure resilience.

These features should be described as LEED-informed or sustainability-oriented unless the project has been formally registered, reviewed, or certified through the applicable certification process.

9.1 Wastewater Treatment and Reuse

The project includes a dedicated wastewater treatment strategy based on extended-aeration activated sludge, with design flow of approximately 0.35 liters per second. Supporting materials also evaluated constructed wetlands as a low-consumption treatment or polishing technology capable of integrating water treatment with landscaping and habitat value.

9.2 Electric-Vehicle Planning

Parking for electric vehicles was contemplated as part of the property's future-oriented design and premium guest positioning.

9.3 Solar Evaluation

Solar photovoltaic generation was considered, subject to technical and economic feasibility. Planning for future integration can reduce retrofit costs and allow the property to respond to changing energy economics.

10. Infrastructure Resilience

Hacienda Cantamar was designed with the recognition that hospitality operations must continue during imperfect conditions. A luxury property cannot maintain service quality if electricity, water, refrigeration, security, communications, or pumping systems fail without contingency planning.

10.1 Backup Electrical Generation

A backup generator was planned to support essential operations during electrical interruptions, including emergency lighting, refrigeration, food storage, guest safety, security cameras, access

control, IT, communications, water pumps, fire and life-safety functions, and limited restaurant operations.

10.2 Water Storage

Regional water interruptions were specifically considered. The hydraulic design evaluated onsite storage, pumping, and distribution, and the CESPT technical opinion recommended storage for approximately 72 hours because continuity of municipal service could not be guaranteed.

11. Security and Financial-Control Systems

11.1 Central Security and IT Room

A designated basement security and IT room centralizes surveillance, access control, server and network equipment, communications, recording systems, alarms, and operational response.

11.2 Layered Property Security

The intended security design includes a controlled entry gate, guards, property-wide surveillance, rooftop and perimeter monitoring, secure back-of-house areas, central monitoring, and controlled employee and vendor access.

11.3 Employee Communications

Discreet inner-ear and microphone communication devices allow front desk, security, restaurant, kitchen, spa, housekeeping, maintenance, event teams, wedding coordination, and management to coordinate quickly and quietly.

11.4 Secure Cash Movement

A pneumatic cash-transfer system was contemplated so cash and supporting documents could move directly to a controlled basement accounting or vault area, reducing visible cash handling, theft exposure, and employee risk.

12. Long-Term Maintenance and Lifecycle Planning

Hacienda Cantamar was not intended to be optimized only for initial construction cost. The project also considered long-term ownership and maintenance through accessible mechanical systems, centralized utilities, dedicated equipment rooms, organized storage, durable materials, service circulation, planned inspection access, and reduced need to interrupt guest areas.

- lower retrofit costs
- fewer emergency repairs
- less guest disruption
- reduced labor inefficiency
- less equipment downtime
- longer asset life
- more predictable ownership costs

13. The Value of Invisible Luxury

Many of Hacienda Cantamar’s most important features would never be directly noticed by a guest: receiving, refrigeration, laundry chutes, dumbwaiters, security command systems, cash-transfer tubes, water reserves, generators, sound-reduction materials, employee lockers, maintenance access, wastewater systems, and operational communications.

The guest experiences their combined result: quiet rooms, timely service, organized events, clean public areas, reliable utilities, secure surroundings, professional staff, seamless food service, reduced congestion, and uninterrupted hospitality.

The property’s operational systems were intended to make an extremely complex hospitality enterprise feel simple and effortless.

14. Embedded Intellectual Capital

The project contains value that cannot be measured solely by land area, construction cost, or room count. A substantial amount of intellectual capital is embedded in the plans, including business-model coordination, workflow planning, vertical logistics, back-of-house separation, employee operations, event support, security, acoustic planning, accessibility, sustainability, water resilience, emergency power, maintenance access, and guest-experience strategy.

A buyer attempting to recreate Hacienda Cantamar elsewhere would need more than land and an architect. The buyer would need to reconstruct the design logic, operating philosophy, departmental relationships, engineering coordination, workflows, and problem-solving already incorporated into this project.

15. A Trailblazing Regional Concept

Hacienda Cantamar was intended to become a flagship boutique hotel for the Rosarito region. The project was conceived with the ambition that its design, construction, and operating systems would be thoroughly documented and potentially featured in architectural and hospitality publications.

CONVENTIONAL APPROACH	HACIENDA CANTAMAR APPROACH
Institutional scale	Boutique and personalized
Room-dependent	Experience and revenue diversified
Architecture first	Operations and architecture integrated
Utility dependent	Resilience planned
Minimum accessibility	Inclusive design intent
Single use	Multipurpose and vertically optimized

In that sense, the project reflects a trailblazing development philosophy. It anticipates standards and guest expectations that may not yet be common within the immediate market but are increasingly relevant to sophisticated travelers, investors, event clients, and hospitality operators.

16. Strategic Value to a Buyer

A buyer of Hacienda Cantamar would not merely be acquiring a development concept. The buyer would be acquiring a more advanced operating foundation from which to complete, finance, build, operate, reposition, or further refine the project.

- boutique hospitality platform
- diversified revenue model
- destination wedding infrastructure
- restaurant and rooftop operations
- brewery and beverage potential
- spa and wellness potential
- private-event and buyout capability
- engineered service workflows
- integrated storage and logistics
- water and utility resilience
- security and financial-control concepts
- accessibility-informed planning
- sustainability-oriented infrastructure
- long-term maintenance considerations
- documented operating philosophy

Conclusion

Hacienda Cantamar should not be evaluated as a conventional hotel project or as development land accompanied by architectural drawings. It is better understood as a purpose-built, multi-revenue hospitality operating system.

Its business models, workflows, employee functions, guest experience, utility systems, event operations, security, maintenance, resilience, accessibility, and sustainability considerations were designed to work together.

- the value of the physical asset;
- the value of the approved development opportunity;
- the value of the diversified business platform;
- the value of the engineered operating systems;
- the value of the embedded intellectual capital;
- the value of the project's potential to establish a new regional standard.

***Hacienda Cantamar is not simply a place where
hospitality businesses can operate. It was designed as an***

integrated hospitality enterprise in which the building itself supports the businesses, the workflows, the guest experience, and the long-term resilience of the operation.

Selected Project Documentation

Architectural floor plans: Second level; third level/penthouse; first level; rooftop; basement.

Hydraulic and sanitary design documents: IH-01, IH-02, IH-03, IS-02, IS-03, hydraulic memorandum, and final hydrosanitary memorandum.

CESPT technical opinion: Positive technical opinion dated June 30, 2021, including water, wastewater, and 72-hour storage considerations.

Wastewater treatment materials: PTAR calculation memorandum, technical sheet for 0.35 LPS treatment plant, and constructed-wetland materials.

Water storage documentation: 20,000-liter vertical tank technical sheet and installation manual.

Project development correspondence: Laval proposal, invoice, technical coordination emails, and CESPT submission correspondence.

Important terminology note: “ADA-informed” and “LEED-informed” describe the design intent and incorporated principles. They do not represent formal certification or legal compliance unless separately verified by qualified professionals and the applicable certifying bodies.